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**BUSINESS COUNCIL FOR INTERNATIONAL UNDERSTANDING**

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The  Institute  
The American University

*Building Business and  
Cultural Effectiveness  
Overseas*

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***25th Anniversary Year***

# LETTERS FROM THE NATION'S CHIEF EXECUTIVES

THE WHITE HOUSE  
WASHINGTON

May 6, 1981

"....BCIU's broad acquaintance with the business community makes it possible for business and government to consult selectively and repeatedly....You can be proud of both BCIU's 22 year history of achievement and my confidence in its sustained cooperation as my international economic program moves forward."

Sincerely,

*Ronald Reagan*  
Ronald Reagan

THE WHITE HOUSE  
WASHINGTON

February 10, 1965

"....These patterns of contact [both through BCIU's Industry Consultation Program and the BCIU Institute] make it possible for the American business community to participate in our nation's efforts to achieve its foreign policy objectives. They also provide additional opportunities for our Foreign Service to assist the American business community overseas. Such cooperation builds increasing confidence abroad in our free enterprise system...."

Sincerely,

*Lyndon B. Johnson*  
Lyndon B. Johnson

DDE  
GETTYSBURG  
PENNSYLVANIA 17325

April 30, 1965

"....It is farsighted of American business to establish its own "foreign service institute" and is a recognition that overseas service calls for special training and a sympathetic understanding of other cultures. It is particularly satisfying to see that American business is working closely with the State Department to give our career foreign service people a firsthand view of some of the problems of American business operating overseas. I am sure that nothing but good can come out of this for both government and business."

Sincerely,

*Dwight D. Eisenhower*  
Dwight D. Eisenhower

THE WHITE HOUSE  
WASHINGTON

August 27, 1962

"....These kinds of imaginative action programs of our business community [such as those pertaining to the objectives of the Alliance for Progress] add a highly important dimension to the effectiveness of the United States in international affairs. I hope to see your organization continue and expand its very useful cooperation with the Government...."

Sincerely,

*John F. Kennedy*  
John F. Kennedy

OFFICE OF THE VICE PRESIDENT  
WASHINGTON

January 12, 1960

"....Most of all, I am enthusiastic about your courses for overseas business executives at American University here in Washington. I can't think of anything which was more sorely needed and which is doing a better job for both company and country. I'm told that some firms are so enthusiastic about the course that they are planning to enroll foreign nationals as well as Americans...."

Sincerely,

*Richard M. Nixon*  
Richard M. Nixon

# BCIU ACTIVITIES

**BCIU started in 1958 at a White House meeting**, where a strong government relationship was established and has been maintained ever since. The Council is an independent, private, nationwide, nonprofit (IRS 501(c)(3)) association. It is heavily used by top corporate management and the U.S. Government as well as foreign statesmen, as a unique "honest broker" that "brings the right people together at the right time," according to country or sector or issue interests. Membership currently numbers over 100 corporations. Many other corporations are invited to participate as a result of selective research to identify related interests.

**The BCIU Industry Consultation Program** schedules one-on-one exchanges between senior members of the American diplomatic corps and top management of U.S. companies. Ambassadors, deputy chiefs of mission, economic counselors, public affairs officers and AID mission directors are made available to BCIU for several days each in major cities from coast to coast. In a typical day BCIU organizes seven or more private meetings, sometimes including a luncheon or dinner discussion with about twenty participants, where the country is of a particular interest to the select group. Thus, tens of thousands of such vigorous, give-and-take exchanges have taken place between corporate executives and over 2,000 Government officials since 1959, directly enhancing the value of U.S. embassies for our business community.

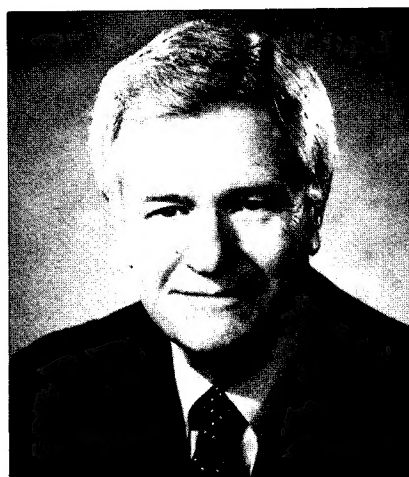
This BCIU program has benefitted from high level State Department directives cabled to all diplomatic posts. The most recent, dated May 23, 1983, initiated by Under Secretary Lawrence Eagleburger and signed by Secretary Shultz said in part:

*"The 25th anniversary of the Business Council for International Understanding . . . provides an excellent opportunity to remind you of the significant value of the Council's outstanding industry consultation program . . . I encourage [you] to advise BCIU [of your] availability and interest in participating in group and one-to-one briefings with leading representatives of the American business and financial community . . . [The Program] provides senior Foreign Service Officers with an excellent opportunity to explain our objectives and to exchange information and points of view with American business executives . . . Both the Council and the Department receive many commendations from businessmen and bankers noting the benefits shared by top corporate management."*

Occasionally, Under Secretaries and Assistant Secretaries, as well as special envoys are also included. More recently,

the Department of Commerce has become an active supporter of this BCIU Program through the growing participation of its Foreign Commercial Service Officers. (For detailed Activity Listing, see page 9).

Also, foreign leaders, their ministers and other dignitaries from abroad, including trade missions, continue to meet with U.S. businessmen and women from time to time through BCIU. (See Listing, page 14).



JOHN T. JACKSON  
Chairman, BCIU

**The BCIU Institute at The American University** provides training in business and cultural effectiveness for corporate families who are relocating overseas. Established in Washington, D.C. in 1959, its thousands of graduates all over the world represent hundreds of U.S. companies. American corporations faced with adjustment and performance problems overseas are increasingly utilizing The BCIU Institute country-specific training programs which have seen a drop in overseas failure rates from up to 68 percent (without training) to less than one percent (after training). (see "The BCIU Institute", page 5).

**Financial support** comes from annual tax-deductible payments made by corporate members. New members may join simply by applying to BCIU and agreeing on one of six levels of financial support (see enclosed application card, indicating criteria.) The BCIU Institute is separately supported by tuition paid by the many companies using it and also by a \$20,000 annual grant from BCIU headquarters for research and development. BCIU makes no other grants.

**BCIU's Officers and Board of Directors** are elected or re-elected annually. Vice chairmen include several from companies representing principal U.S. regions (see listing,

back cover.) Directors currently represent about one-third of BCIU's corporate members. Together, this group guides management in matters of policy.

**Upgrading economic and business affairs** of embassies to equal importance with political and security affairs. The State Department affirmed this intention to BCIU at Cabinet-level conferences, and gratifying results are visible in day-to-day consultation between BCIU companies and U.S. ambassadors, and their senior staffs.



*Edmund Lee, Program Officer scans a current validated profile on U.S. companies abroad while Charlie Powleske reports this newly available data to interested member companies.*

**A film, "Doing Business in Japan"** and discussion guide commissioned by BCIU. Now widely used, the film depicts a negotiation between four Japanese and four Americans. With the best will, each using methods and modes of communication successful in his own country, they wind up a failure. The viewer knows this will happen and is taken through a series of misperceptions, confusing non-verbal cues and reasons for misunderstanding and mistrust that

cause the failure. Similar films on other world areas are under consideration.

**Government-business workshops on foreign economic policy planning.** At State Department request, BCIU assembled business economists to consult with the Assistant Secretary of State for Economic Affairs early in the oil crisis. Since then, BCIU has organized workshops from coast-to-coast with government seeking realistic inputs from business in evolving international economic planning.

#### CATALYTIC ACHIEVEMENTS.

- **Business assistance to LDC industries.** A model six-month program of industry advisors recruited to assist the Dominican Republic, the project formed the basis for the International Executive Service Corps.
- **Overseas private investment assistance.** BCIU blueprinted the transfer of certain AID guarantee and survey assistance functions to a separate business-guided institution. Years later, the pattern was adopted in forming the Overseas Private Investment Corporation.
- **Bi-national business councils with Cabinet advisory status.** BCIU worked with the Under Secretary of State, and with Japanese leaders, to perfect the form and conduct of an autonomous U.S.-Japan Economic Advisory Council and its counterpart in Japan. This in turn served as a model for the formation of dozens of similar pairs of councils relating to other countries.

**Businessmen's Guide to Key Officers of American Foreign Service Posts.** This widely used pocket guide was designed by BCIU and has been published quarterly and distributed by the State Department for well over a decade.

**Coordination with other business associations.** BCIU also coordinates with many other U.S. business associations throughout the United States, often co-sponsoring functions with them. In this process, the associations keep informed of each other's activities and thus mutually support rather than overlap each other.

**BCIU/Conference Board joint project on "The U.S. Corporate Presence Abroad."** Since 1981, hard copy brochures have been published covering Chile, Argentina, Ecuador, Argentina and Peru, with Brazil and Mexico about completed. This valuable, unique service is a rare example of effective cooperation between two business associations, and provides validated, current profiles on each country in the world.

# The BCIU Institute

The American University, Washington, D.C.

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## PERSPECTIVE ON THE BCIU INSTITUTE

*For the businessman sent overseas to represent his company, the society he faces is often new, sometimes alien. This can have a disastrous effect on his performance in dealing with foreign governments and nationals.*

*Whether it is a matter of personal and professional adjustment abroad, familiarity with the foreign language, or simply a lack of awareness of international events and customs, without an understanding of life in the particular country, he or she cannot function efficiently.*

*A lack of communication skills can create many adjustment problems that adversely affect performance. The cost of relocating an overseas manager and his family is in the tens of thousands of dollars. Consequently, adequate intercultural training and development of overseas managers, before and after their departure, is an item that few international corporations can afford to neglect.*

*The BCIU Institute at The American University in Washington, D.C., regularly conducts programs that thoroughly prepare managers and their families to function effectively in any area, country, or community in the world.*



GARY E. LLOYD  
Director, BCIU Institute

*Our continuously travelling international staff and more than 500 experts from business, government and university faculties provide knowledge of how people in other cultures think; insights into our own cultural perspectives; skills for coping with unfamiliar and frustrating personal and business situations; knowledge about the social, political, and economic institutions and customs of the people of any country; understanding of how to do business in these countries; awareness of pertinent international events which affect corporate operations overseas; training in 41 languages; and special programs for wives and teenagers.*

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## INSTITUTE REVENUES INCREASE ALONG WITH GRADUATE EFFECTIVENESS OVERSEAS

Approaching its 25th Anniversary, The BCIU Institute has had its best year ever, a 43 percent increase in revenues over last year. More important, increasing numbers of new client companies, AT & T INTERNATIONAL, PECTEN INTERNATIONAL and POLAROID to name a few, benefit from The BCIU Institute's training while it continues to successfully service its 287 international corporate clients. Programs continue to be cost-effective with the average cost per participant day remaining just under \$200, which constitutes a program cost increase of only 2 percent since 1977. The failure rate of The BCIU Institute's graduates remains below one percent worldwide and we continue to follow up on all of our graduates overseas every six months to evaluate the effectiveness of our programs through our graduates overseas. Clearly users of The BCIU Institute's training and organization development programs continue to get the best and most effective results from their BCIU Institute training dollar — better overseas adjustment, better in-country performance.

## PROGRAMS FOR 125 COUNTRIES WHEN AND WHERE YOU NEED THEM

Recent interests include area executive programs on Latin America for AT & T LONG LINES, DUPONT and WESTINGHOUSE; Western Europe for GENERAL MOTORS, POLAROID and TEXACO; The Middle East for AT & T INTERNATIONAL, GENERAL DYNAMICS and SHELL; Africa for CONTINENTAL GROUP, GENERAL MOTORS and SENTRY INSURANCE; and Asia for DUPONT, GENERAL DYNAMICS and PROCTER AND GAMBLE. For example,

continuous training is conducted for all levels of personnel going to Saudi Arabia with AT & T INTERNATIONAL, BOEING, GENERAL DYNAMICS, GENERAL MOTORS, NORTHROP, PECTEN INTERNATIONAL, SAUDI PETROCHEMICAL (SADAF) and SHELL. The BCIU Institute provides programs when and where you need them to train and develop corporate families to work and live in 125 countries. More than 20 percent of The BCIU Institute's programs are conducted outside of the Washington area.

### MORE LANGUAGE, BETTER RESULTS

Over 50 percent of the programs conducted by The BCIU Institute are either six-day area and country studies programs with 20 hours of face-to-face language instruction (6/20) or twelve-day area and country studies programs with 48 hours of face-to-face language instruction (12/48). Approximately 50 percent of international personnel and their families relocating to the Middle East participate in language instruction in either Saudi Arabic, Gulf Arabic or Cairo Arabic. More than 95 percent of international personnel and their families relocating to Asia participate in language instruction. The BCIU Institute's 6/20 and 12/48 language and country studies programs are unique in that they incorporate intensive language instruction with intercultural communications training and workshops, and specific area and country studies sessions.

		12/48												
		FIRST WEEK						SECOND WEEK						
MORNING	SUN.	MON.	TUES.	WED.	THURS.	FRI.	SAT.	SUN.	MON.	TUES.	WED.	THURS.	FRI.	
		9AM-1PM LANGUAGE	9AM-1PM LANGUAGE	9AM-1PM LANGUAGE	9AM-1PM LANGUAGE	9AM-1PM LANGUAGE	INDEPENDENT LANGUAGE STUDY		9AM-1PM LANGUAGE	9AM-1PM LANGUAGE	9AM-1PM LANGUAGE	9AM-1PM LANGUAGE	9AM-1PM LANGUAGE	
AFTERNOON	1-5PM LANGUAGE	2-5PM	2-5PM	2-5PM	2-5PM	2-5PM		1-5PM	2-5PM	2-7PM	2-5PM	2-5PM	2-5PM	2-5PM
	5-7PM ADJUST. & PER- FOR. OVERSEAS	INTER- CULTURAL COMMUNI- CATIONS	WORKSHOP IN INTERCULTURAL COMMUNI- CATIONS	HISTORICAL & RELIGIOUS	SOCIAL	POLITICAL		LANGUAGE	ECONOMIC	COMMUNI- CATING WITH THE PEOPLE	CUSTOMS, MANNERS & SOCIAL USAGE	RELOCATING & LIVING	ALTER LIFE- STYLES * DOING BUSINESS **	
EVENING: INDEPENDENT LANGUAGE STUDY														

\*FOR THE SPOUSES

\*\*FOR THE MANAGERS

#### BUSINESS COUNCIL FOR INTERNATIONAL UNDERSTANDING

6/20						
	SUN.	MON.	TUES.	WED.	THURS.	FRI.
MORNING		9AM-1PM LANGUAGE	9AM-12PM LANGUAGE	9AM-12PM LANGUAGE	9AM-12PM LANGUAGE	9AM-12PM LANGUAGE
AFTERNOON	1-5PM LANGUAGE	2-5PM WORK. IN IN- TERC. COMM.	1-4PM SOCIAL	1-4PM ECONOMIC	1-7PM RELOCATING * & LIVING	1-5PM ALTER. LIFE- STYLES * DOING BUSINESS **
EVENING	5-7PM ADJUST. & PER- FOR. OVERSEAS	5-8PM HIST. & RELIGIOUS	4-7PM POLITICAL	4-9PM CUST. MANNERS & SOC. USAGE		
INDEPENDENT LANGUAGE STUDY						

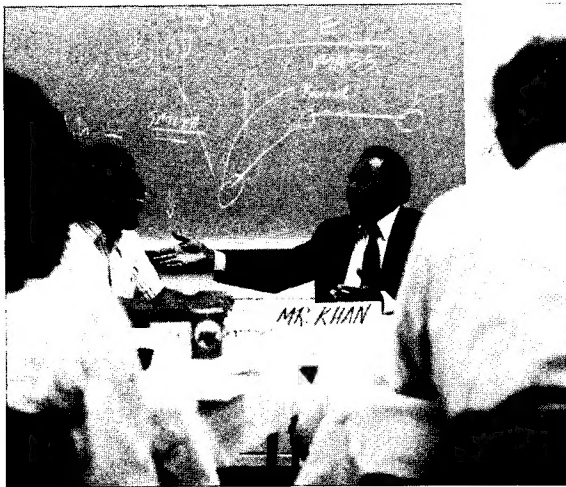
\*FOR THE SPOUSES

\*\*FOR THE MANAGERS

These 6/20 and 12/48 programs are a lower cost alternative to marginally effective "language only" programs in that not only are they designed to facilitate further disciplined language learning in-country, but they are also designed to facilitate and accelerate the positive adjustment and performance of international personnel and their families into the specific overseas environment. Upon in-country follow-up of The BCIU Institute's graduates, it has been noted that those who have benefited from the 6/20 and 12/48 language and country studies programs reflect a failure rate of less than 1 percent.

*In a typical training session at The BCIU Institute, non-verbal communications is stressed. Here GENERAL MOTORS managers prepare for Mexico and the abrazo or embrace.*





All BCIU Institute graduates know Mr. Khan as they have had the opportunity to role play with him. All BCIU Institute training is centered around role playing with Mr. Khan. Here Mr. Khan prepares GENERAL DYNAMICS F16 personnel bound for Egypt.



The key to The BCIU Institute's training is experience by doing. Here SHELL OIL personnel bound for the Middle East participate in a traditional Arab meal.

## NEGOTIATING

"Communication Program for International Business Negotiators" is especially designed for the manager or team of managers preparing to negotiate contracts overseas.

### INTERNATIONAL BUSINESS NEGOTIATIONS PROGRAM

	DAY 1	DAY 2	DAY 3
MORNING	INTERCULTURAL VERBAL & NON-VERBAL COMMUNICATIONS	WORKSHOP: A) DIAGNOSING CULTURAL DIFFERENCES B) INTER-CULTURAL CONFLICT RESOLUTION C) INTERPERSONAL NEGOTIATION	INTERNATIONAL BUSINESS NEGOTIATION SIMULATION: A) TEAM DEVELOPMENT B) SIMULATION C) FEEDBACK
AFTERNOONS	INTERCULTURAL COMMUNICATIONS TRAINING & WORKSHOP	INTERNATIONAL BUSINESS NEGOTIATION: A) CONTEXT B) PROCESS C) PROBLEMS	INTERNATIONAL BUSINESS NEGOTIATION SIMULATION: A) REVERSE ROLE PLAY B) SIMULATION C) FEEDBACK
EVENING: INDEPENDENT READINGS			

This is an experience-generating program which combines live intercultural communications workshops with live country-specific negotiating sessions. In short, this program provides an in-depth and specific program containing the successful negotiating techniques that would facilitate the success of a U.S. corporate manager or team of managers involved in overseas negotiations.

## SELECTING & PLACING OR DESELECTING

"Assessing Alternatives for Living and Working Overseas" programs provide the participants(s) with a framework to make the decision of whether or not to work and live overseas. The Assessment Program provides an insight into the



various lifestyles and alternatives open to him/her during the overseas tour; and is especially useful to a corporate couple or a single manager deciding on their overseas status either with or without their spouse or children. Also, the design allows the corporation itself to determine whether or not an overseas tour is a viable alternative for the candidate at that time.

### ASSESSING ALTERNATIVES FOR WORKING AND LIVING OVERSEAS PROGRAM

#### DAY 1

#### DAY 2

MORNING	PROBLEMS OF ADJUSTMENT AND PERFORMANCE OVERSEAS CUSTOMS, MANNERS & SOCIAL USAGE	MANAGER AND SPOUSE WORKING AND LIVING OVERSEAS WITH CHILDREN REMAINING IN BOARDING SCHOOL ELSEWHERE
AFTERNOON	BEING MARRIED & LIVING & WORKING OVERSEAS, BACHELOR STATUS WITH SPOUSE AND CHILDREN REMAINING IN THE U.S.	MANAGER AND SPOUSE WORKING AND LIVING OVERSEAS ACCOMPANIED BY THEIR CHILDREN

#### EVENING: INDEPENDENT READINGS

This program design could further reduce the overseas failure rate by providing the corporate couple or the single manager with an opportunity for self-deselection prior to relocating overseas.

### FOLLOW-UP & REDESIGN

The BCIU Institute continues to follow-up on its graduates every six months in-country in order to determine the effectiveness of its programs. The Institute also continues to maintain its flexibility by providing programs specifically tailored to your needs, when and where you need them. The BCIU Institute's programs:

- 1) develop the intercultural communications skills and country-specific knowledge and understanding of corporate personnel and their families relocating overseas,
- 2) develop international sensitivity in domestic-based personnel making international decisions and
- 3) develop the international negotiating skills and protocol awareness of overseas-bound personnel and their families.

The BCIU Institute will continue to provide programs of excellence for your company.



***"For twenty-five years, The BCIU Institute has helped thousands of business executives and their families who assume responsibilities in other countries prepare for the cultural differences they will encounter. As one of its earlier graduates, I can personally commend its growing value to the international business community."***

*Mr. Donald M. Cox, Senior Vice President and Director, Exxon Corporation, and Director, BCIU*



# The BCIU Industry Consultation Program

The bulk of BCIU headquarters' budget and staff is devoted to its primary function as intermediary between the U.S. and other governments on the one hand, and top U.S. international business on the other. American ambassadors and their senior aides (economic, commercial, political, labor, public affairs) are assigned by the Department of State or Commerce to BCIU for two or three days apiece. During the limited time available, BCIU can rapidly but carefully tailor private and small group consultations for them with business leaders at industrial centers across the United States. Many return in mid-tour for renewed contacts. BCIU's selection of companies to invite is determined by a quarter century of unique research it has built up that identifies specific countries where thousands of American companies and banks are involved.

In addition to private appointments ("P"), arrangements also may include group working discussions (indicated as "L" = Luncheon, "D" = Dinner, or "C" = Cocktail). Cities in which arrangements were made—other than New York—are also identified.

## 1982 and 1983 (to date)

ICS#	NAME & TITLE	ASSIGNED TO:	DATES:	PARTICIPANTS:
1732	Mr. Bill Brew Counselor for Economic Affairs	Israel	7/83	
1731	<b>AMBASSADOR FREDERIC L. CHAPIN</b>	Guatemala	7/83	
1730	Mr. Herman J. Rossi Deputy Chief of Mission	Gabon	6/83	
1729	Mr. Theodore H. Kattouf Deputy Principal Officer	Iraq	6/83	6
1728	<b>THE HONORABLE MICHAEL CALINGAERT</b> Minister Counselor for Economic Affairs	England	6/83	13
1727	Mr. Dick Devine 1st Secretary, Economic Office	South Korea	6/83	6
1726	<b>AMBASSADOR JAMES D. ROSENTHAL</b>	Republic of Guinea	6/83	7
1725	Mr. Michael V. Connors Deputy Chief of Mission	Malaysia	5/83	4
1724	<b>AMBASSADOR NICHOLAS PLATT</b>	Zambia	6/83	11
1723	<b>THE HONORABLE WILLIAM SCHNEIDER, JR.</b> Under Secretary of State for Security Assistance, Science & Technology	Washington, D.C.	5/83 New York (L) .....	20 20
1722	<b>THE HONORABLE WILLIAM BODDE, JR.</b> Counsel General	Frankfurt, W. Germany	5/83	
1721	<b>AMBASSADOR JAMES R. BULLINGTON</b>	Burundi	4/83	5
1720	Mr. Donald R. Lyman Executive Assistant to the Ambassador	Mexico	4/83 <b>Winston-Salem (P) .....</b>	15 15
1719	<b>AMBASSADOR ROBERT ANDERSON</b>	Dominican Republic	4/83 <b>Coral Gables (P) .....</b> <b>Coral Gables (L) .....</b>	31 11 20

ICS#	NAME & TITLE	ASSIGNED TO:	DATES:	PARTICIPANTS:
1718	<b>THE HONORABLE LIONEL H. OLMER</b> <b>UNDER SECRETARY OF COMMERCE</b>	Washington D.C.	4/83 <b>Boston (L) . . . . . 20</b>	20
1717	<b>AMBASSADOR JOHN R. COUNTRYMAN</b>	Oman	4/83 New York (L) . . . . . 13	13
1716	<b>AMBASSADOR RICHARD L. WALKER</b>	South Korea	4/83 <b>Houston (B) . . . . . 19</b> <b>Boston (L) . . . . . 18</b>	37
1715	Mr. Jack L. Osborn Economic Attache for High Technology	Japan	<b>2/83</b> <b>San Francisco (P) . . . . . 10</b> <b>Los Angeles (P) . . . . . 5</b>	15
1714	Dr. Thomas W. Adams Commercial Attache	Saudi Arabia	3/83 <b>Houston (P) . . . . . 9</b> New York (P) . . . . . 15 <b>Pittsburgh (P) . . . . . 13</b>	37
1713	<b>AMBASSADOR RONALD D. PALMER</b>	Malaysia	3/83	5
1712	<b>AMBASSADOR C. WILLIAM KONTOS</b>	Sudan	1/83	8
1711	Mr. T. Richard Jaeckle Director, Export Development Center	Brazil	1/83	13
1710	<b>AMBASSADOR MILAN D. BISH</b>	Barbados	1/83	13
1709	<b>AMBASSADOR JOHN H. HOLDRIDGE</b>	Indonesia	1/83 New York (P) . . . . . 18 New York (L) . . . . . 14 <b>Los Angeles (P) . . . . . 2</b> <b>Los Angeles (L) . . . . . 17</b> <b>San Francisco (P) . . . . . 7</b> <b>San Francisco (L) . . . . . 18</b> <b>Honolulu (P) . . . . . 2</b>	78
1708	<b>AMBASSADOR SAMUEL F. HART</b>	Ecuador	12/82 <b>Coral Gables (P) . . . . . 4</b> New York (P) . . . . . 5	9
1707	John D. Perkins Senior Commercial Officer	Spain	12/82	10
1706	<b>AMBASSADOR JACK F. MATLOCK</b>	Czechoslovakia	12/82	5
1705	<b>AMBASSADOR ROBERT STRAUZ-HUPE</b>	Turkey	12/82	8
1704	<b>AMBASSADOR HERBERT S. OKUN</b> (Resident)	German Democratic Rep.	12/82	9
1703	<b>AMBASSADOR ROXANNE L. RIDGEWAY</b>	German Democratic Rep.	11/82	7
1702	Mr. Paul D. Taylor Deputy Chief of Mission	Guatemala	11/82 <b>Boston (L) . . . . . 16</b>	16
1701	Mr. John D. Scanlon Deputy Assistant Secretary For European Affairs	Washington, D.C.	10/82 <b>Boston (D) . . . . . 24</b>	24
1700	Mr. J. Brayton Redecker Economic Counselor	Spain	10/82	7
1699	Mr. Miguel Pardo de Zela Commercial Attache	Panama	10/82	11
1698	Mr. Mark Kennon Economic & Political Officer	South Africa	9/82	4

ICS#	NAME & TITLE	ASSIGNED TO:	DATES:	PARTICIPANTS:
1697	Ms. Bobette Kay Orr Assistant Commercial Attache	France	10/82	13
1696	<b>AMBASSADOR PETER CONSTABLE</b>	Zaire	9/82	13
1695	<b>AMBASSADOR JAMES RENTCHLER</b>	Malta	9/82	7
1694	<b>AMBASSADOR NICHOLAS PLATT</b>	Zambia	9/82	8
1693	<b>AMBASSADOR RICHARD W. MURPHY</b>	Saudi Arabia	10/82 <b>Boston (P) . . . . . 1</b> <b>Boston (L) . . . . . 21</b> <b>Houston (P) . . . . . 7</b> <b>Houston (L) . . . . . 23</b>	52
1692	Mr. Alton L. Jenkins Economic Counselor	Mexico	9/82	13
1691	<b>AMBASSADOR H. ALLEN HOLMES</b>	Portugal	9/82	13
1690	<b>AMBASSADOR PARKER BORG</b>	Mali	9/82	5
1689	<b>AMBASSADOR WILLIAM L. SWING</b>	Liberia	9/82	14
1688	Mrs. LoRee P. Silloway Commercial Attache	India	9/82	15
1687	<b>AMBASSADOR WILLIAM R. CASEY, JR.</b>	Niger	9/82	6
1686	BCIU & Government Liaison Officers	Washington, D.C.	8/82 <b>Wash., D.C. (L) . . . . . 14</b> <b>Wash., D.C. (P) . . . . . 5</b>	19
1685	Mr. Paul K. Stahnke Economic-Commercial Officer	Thailand	8/82	16
1684	<b>AMBASSADOR JOHN R. COUNTRYMAN</b>	Oman	8/82	8
1683	Mr. McKinney H. Russell Counselor for Press & Cultural Affairs	Spain	8/82	7
1682	<b>AMBASSADOR FRANCIS McNEIL</b>	Costa Rica	8/82	7
1681	Mr. Stanley T. Miles Economic Counselor	Sudan	8/82	5
1680	Mr. John A. Boyle Deputy Chief of Mission	Ireland	8/82	5
1679	<b>AMBASSADOR GEORGE W. LANDAU</b>	Venezuela	8/82 <b>Coral Gables (L) . . . . . 19</b>	19
1678	<b>AMBASSADOR TERENCE A. TODMAN</b>	Spain	8/82 New York (P) . . . . . 5 New York (L) . . . . . 24	29
1677	Mr. Bruce Carter Economic Officer	United Arab Emirates	8/82	14
1676	Mr. Emilio F. Iodice Commercial Counselor	Brazil	8/82 New York . . . . . 14 <b>Coral Gables (L) . . . . . 23</b>	37
1675	Mr. Arthur L. Kobler Economic Counselor-Designate	China	7/82	10
1674	Mr. Andrew D. Sens Economic Counselor	Pakistan	6/82	16
1673	<b>THE HONORABLE LIONEL H. OLMER</b> <b>UNDER SECRETARY OF COMMERCE</b>	Washington, D.C.	6/82	18

ICS#	NAME & TITLE	ASSIGNED TO:	DATES:	PARTICIPANTS:
1672	Mr. Henry Clarke Economic Counselor	U.S.S.R.	7/82	18
1671	Mr. E. Gibson Lanpher Deputy Chief of Mission	Zimbabwe	7/82	11
1670	Mr. Gerald Marks Commercial Counselor	United Kingdom	7/82	14
1669	Mr. David A. Ross Senior Commercial Officer	Italy	7/82	7
1668	Mr. Walter E. Stadtler Deputy Chief of Mission	South Africa	6/82	9
1667	<b>AMBASSADOR THOMAS BOYATT</b>	Colombia	6/82	8
1666	Mr. Roscoe Suddarth Deputy Chief of Mission	Saudi Arabia	6/82 New York (P) ..... 14 New York (C) ..... 17	31
1665	<b>AMBASSADOR ROBERT ANDERSON</b>	Dominican Republic	6/82 New York (P) ..... 19 New York (C) ..... 50	69
1664	Dr. Norman A. Bailey Director, Planning & Evaluation	National Security Council	5/82	20
1663	Mr. H. Donald Gelber Deputy Chief of Mission	Nigeria	5/82	12
1662	<b>AMBASSADOR LANGORNE MOTLEY</b>	Brazil	5/82	9
1661	Mr. Hampton Brown Commercial Officer	Iraq	5/82	11
1660	Mr. John Scafe	Nigeria	5/82	9
1659	Mr. Arnold Raphael Director, Office of Egyptian Affairs	Washington, D.C.	5/82 New York ..... 5 New York (C) ..... 19 -	24
1658	The Honorable John A. Bohn, Jr. Executive Director	Asian Development Bank	4/82 New York (L) ..... 20	20
1657	<b>AMBASSADOR EVAN G. GALBRAITH</b>	France	3/82 New York (L) ..... 20	20
1656	The Honorable Elise Du Pont Assistant Administrator Bureau for Private Enterprise	AID	3/82 New York (D) ..... 28	28
1655	<b>AMBASSADOR HOWARD K. WALKER</b>	Togo	3/82	6
1654	<b>AMBASSADOR KEITH BROWN</b>	Lesotho	3/82	3
1653	<b>AMBASSADOR WILLIAM LUERS</b>	Venezuela	3/82 New York (L) ..... 18	19
1652	<b>AMBASSADOR RICHARD MURPHY</b>	Saudi Arabia	2/82 New York (C) ..... 31 New York (D) ..... 16 New York (P) ..... 16	63
1651	<b>THE HONORABLE LIONEL OLMER UNDER SECRETARY OF COMMERCE</b>	Washington, D.C.	2/82 New York (D) ..... 25	25
1650	Mrs. Ruth Gold Special Assistant to the Assistant Secretary for Economic and Business Affairs	Washington, D.C.	3/82 <b>Omaha (L) ..... 16</b>	16

ICS#	NAME & TITLE	ASSIGNED TO:	DATES:	PARTICIPANTS:
1649	<b>AMBASSADOR JERRY THOMAS</b>	Guyana	1/82	21
1648	Mr. John Kordek Public Affairs Officer	Venezuela	1/82	9
1647	<b>AMBASSADOR ANTHONY C.E. QUINTON</b>	Nicaragua	2/82	10
1646	<b>AMBASSADOR JOHN H. REED</b>	Sri Lanka	1/82	6
1645	Mr. John J. Maresca Deputy Chief of Mission	France	1/82 New York (L) ..... 18 New York (P) ..... 6	24
1644	<b>AMBASSADOR MICHAEL H. ARMACOST</b>	Philippines	1/82 New York (C) ..... 23 New York ..... 13	36
1643	<b>AMBASSADOR WALTER L. CUTLER</b>	Tunisia	1/82	10
1642	<b>AMBASSADOR RONALD PALMER</b>	Malaysia	1/82	7
1641	<b>AMBASSADOR JOHN L. LOEB, JR.</b>	Denmark	1/82	7



*L to R: BCIU's staff is well represented in this group, with Nancy Kikuchi, UCLA intern, Lucille DeVito and Jackie Heller, all of BCIU's headquarters' staff, and Carol Thomas, Associate Director of The BCIU Institute at The American University in Washington, D.C.*

## FOREIGN STATESMEN AND DIGNITARIES

*BCIU has arranged small breakfasts, luncheons, dinners and receptions throughout the U.S. for an increasing number of visitors from abroad. The following is a cumulative list over several years:*

### **AFGHANISTAN**

The Prime Minister

### **AUSTRALIA**

The Premier of Victoria

### **BARBADOS**

The President, Barbados Industrial Development Corporation

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The Prime Minister

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The Governor of the National Bank

### **CANADA**

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The Minister of Finance

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The President

### **COMMON MARKET**

Former President

Vice President

The Secretary General

### **CYPRUS**

Minister of Foreign Affairs

### **THE ENTENTE COUNTRIES**

The Executive Secretary, Mutual Assistance & Loan Guaranty Fund

### **EQUATORIAL GUINEA**

The Ambassador to the United Nations and the United States

### **ETHIOPIA**

The Vice Minister of Finance

### **FRANCE**

The President

The Director, Office of Regional Planning & Corporate Development (D.A.T.A.R.)

Visiting Business Leaders

Directors, Paris Chamber of Commerce

### **GERMANY**

The Minister of Foreign Affairs and Vice Chancellor

### **GREECE**

The Minister of Commerce

### **GUYANA**

The Minister of Finance

The Chairman of the Government Development Corporation

### **HUNGARY**

The Deputy Prime Minister

Under Secretary of the Cabinet & President, Price & Materials Board

### **INDIA**

The Prime Minister

The Deputy Prime Minister

The Minister of Planning

The President, Indo-American Chamber of Commerce

### **IRELAND**

The Minister for Industry, Commerce & Energy

### **JAPAN**

The Prime Minister

The Foreign Minister

The Chairman & President of Suntory, Ltd.

Visiting Japanese Delegation

### **KENYA**

The Permanent Secretary of the Ministry of Commerce & Industry

### **KOREA**

The Vice Minister of Commerce & Industry

### **LEBANON**

The Former Prime Minister

### **MALAYSIA**

The Prime Minister

### **MALTA**

Senior Member of Parliament

Charge d'Affaires, Washington, D.C.

### **MOROCCO**

H.R.M. Prince Moulay Abdullah

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The Minister of Finance

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Ministry Secretaries and Associates

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The Governor of the Central Bank

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The Prime Minister

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Director, Ministry of Economic Affairs

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The Minister of Communications & Transportation

The Prime Minister

### **TURKEY**

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Chief, Economic Intelligence, British Natl. Oil Co.

### **VENEZUELA**

The Minister of Finance

### **ZAMBIA**

The Prime Minister



## Founder Becomes Vice Chairman

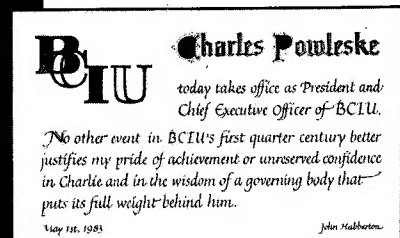
For nearly 25 years starting in 1958, John Habberton served BCIU as its President and Chief Executive Officer. Mr. Habberton played a leading role in developing the concept of BCIU, and in launching the Council's major, ongoing programs in September 1959.

Through the 1960's, Mr. Habberton led BCIU's efforts to spur increased international cooperation through early development of the International Executive Service Corps, the Overseas Private Investment Corporation, and the U.S.-Japan Economic Advisory Council, in addition to BCIU's regular programs and the training of American families for overseas assignments at The BCIU Institute.

On May 1, 1983, Mr. Habberton left his active management role in BCIU to establish a new consulting practice in Washington, D.C. From his office in Washington, he serves a variety of international clients while he continues his relationship with BCIU as Vice Chairman and Director.



John Habberton presenting ceremonial plaque (see insert) to Charles Powleske, symbolizing transfer of BCIU's Presidency at a reception held April 25, 1983, at Marlborough House in New York. Over 150 guests, including BCIU Officers and Directors, business association representatives and government officers attended from New York, Washington, D.C. and elsewhere.



## Charles Powleske New President and CEO

Charles Powleske, BCIU Executive Vice President since 1979, assumed the Office of President and Chief Executive Officer on May 1, 1983.

Upon becoming President, Mr. Powleske expressed a keen sense of good fortune in having enjoyed John Habberton's patient tutelage, and the opportunity for many years to help the President and Board of Directors shape effective policy directions for BCIU.

"In working with the momentum we've established," Mr. Powleske adds, "renewed attention will be devoted to the invaluable relationships between The BCIU Institute and the companies (often the same) active in the Council's Industry Consultation Program. As the numbers of participants from each program continue to increase, so does their enhanced interplay invigorate the U.S. overall business presence abroad and improve the long term foreign trade prospects our national economy can expect to achieve."

Mr. Powleske started with BCIU in 1960, following seven years' service with Prentice-Hall, Inc. and American Express. His background also includes St. John's College in Annapolis, Maryland, and Georgetown University's School of Foreign Service in Washington, D.C.



Charlie's sister, Cleo Clausing of Seattle, proudly pinning a rose on the new President.

Photographs by Robert Waite Arnold



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### HEADQUARTERS

420 Lexington Avenue  
New York, N.Y. 10170

(212) 490-0460

### HEADQUARTERS STAFF

*Charles Powleske, President and Chief Executive Officer*

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### THE BCIU INSTITUTE

The American University  
3301 New Mexico Ave., N.W.  
Washington, D.C. 20016

(202) 686-2771

### BCIU INSTITUTE STAFF

*Gary E. Lloyd, Director*

*Carol M. Thomas, Associate Director*

*Allen L. Hixon, Program Coordinator*

*Linda Ball-Iradian, Program Assistant*

*BCIU is an exempt organization under Internal Revenue Code Section 501 (c) (3), and not a private foundation as defined in Section 509 (a). Contributions made to help sustain the activities and programs of BCIU are fully tax deductible by donors.*

Assisted in the design and execution: Glenn D. Frederick

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